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Report on the sixteenth session
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Contents

Chapter		*Page*
I.	Matters calling for action by the Economic and Social Council or brought to its attention	4
	A. Draft decisions recommended by the Permanent Forum for adoption by the Council	4
	I. International expert group meeting on the theme "Sustainable development in territories of indigenous peoples"	4
	II. Venue and dates for the seventeenth session of the Permanent Forum on Indigenous Issues	4
	III. Report of the Permanent Forum on Indigenous Issues on its sixteenth session and provisional agenda for its seventeenth session	4
	B. Matters brought to the attention of the Economic and Social Council	5
II.	Venue, dates and proceedings of the session	21
III.	Adoption of the report of the Permanent Forum on its sixteenth session	23
IV.	Organization of the session	24
	A. Opening and duration of the session	24
	B. Attendance	24
	C. Election of officers	24
	D. Agenda	24
	E. Documentation	25

Chapter I

Matters calling for action by the Economic and Social Council or brought to its attention

A. Draft decisions recommended by the Permanent Forum for adoption by the Council

1. The Permanent Forum on Indigenous Issues recommends to the Economic and Social Council the adoption of the following draft decisions:

Draft decision I
International expert group meeting on the theme "Sustainable development in territories of indigenous peoples"

The Economic and Social Council decides to authorize a three-day international expert group meeting on the theme "Sustainable development in territories of indigenous peoples".

Draft decision II
Venue and dates for the seventeenth session of the Permanent Forum on Indigenous Issues

The Economic and Social Council decides that the seventeenth session of the Permanent Forum on Indigenous Issues shall be held at United Nations Headquarters from 16 to 27 April 2018.

Draft decision III
Report of the Permanent Forum on Indigenous Issues on its sixteenth session and provisional agenda for its seventeenth session

The Economic and Social Council:

(a) Takes note of the report of the Permanent Forum on Indigenous Issues on its sixteenth session;[1]

(b) Approves the provisional agenda for the seventeenth session of the Permanent Forum as set out below:

1. Election of officers.
2. Adoption of the agenda and organization of work.
3. Follow-up to the recommendations of the Permanent Forum.
4. Implementation of the six mandated areas of the Permanent Forum with reference to the United Nations Declaration on the Rights of Indigenous Peoples.
5. Dialogue with indigenous peoples.
6. Dialogue with Member States.
7. Dialogue with the funds, programmes and specialized agencies of the United Nations system.

[1] *Official Records of the Economic and Social Council, 2017, Supplement No. 23* (E/2017/43).

8. Discussion on the theme "Indigenous peoples' collective rights to lands, territories and resources".

9. 2030 Agenda for Sustainable Development.

10. Dialogue with the Special Rapporteur on the rights of indigenous peoples and the Chair of the Expert Mechanism on the Rights of Indigenous Peoples.

11. Follow-up to the outcome document of the World Conference on Indigenous Peoples:

(a) Implementation of national action plans, strategies and other measures;

(b) Ways to enhance the participation of indigenous peoples at the United Nations;

(c) Implementation of the United Nations system-wide action plan on indigenous peoples.

12. Future work of the Permanent Forum, including issues considered by the Economic and Social Council and emerging issues.

13. Provisional agenda for the eighteenth session.

14. Adoption of the report of the Permanent Forum on its seventeenth session.

B. Matters brought to the attention of the Economic and Social Council

2. The Permanent Forum on Indigenous Issues has identified the proposals, objectives, recommendations and areas of possible future action set out below and, through the Economic and Social Council, recommends that States, entities of the United Nations system, intergovernmental organizations, indigenous peoples, the private sector and non-governmental organizations assist in their realization.

3. It is the understanding of the secretariat of the Permanent Forum that those proposals, objectives, recommendations and areas of possible future action to be carried out by the United Nations, as set out below, will be implemented to the extent possible within the context of the approved programme of work of the relevant entities.

Recommendations of the Permanent Forum

Discussion on the theme "Tenth anniversary of the United Nations Declaration on the Rights of Indigenous Peoples: measures taken to implement the Declaration"

4. The United Nations Declaration on the Rights of Indigenous Peoples is the most comprehensive international instrument on the rights of indigenous peoples. It establishes a universal framework of minimum standards for the survival, dignity and well-being of indigenous peoples, elaborates on existing human rights instruments and clarifies how they apply to the specific situations of indigenous peoples.

5. Collective rights to lands, territories and resources and the right to self-determination, as recognized in articles 3 and 26, are among the most important provisions of the Declaration and the most challenging to implement. Legal recognition of indigenous peoples' rights to lands, territories and resources must be

complemented by effective implementation through enabling legislation, executive action and judicial protection. It is also critical that legislation enacted to establish recognition of indigenous peoples' rights not be undermined or contravened by other laws and regulations.

6. The implementation of the Declaration has achieved some major successes. Constitutional and legislative frameworks that recognize indigenous peoples, including targeted policies and programmes, have been developed in some countries, and there is a growing body of national and regional jurisprudence that recognizes the legal rights of indigenous peoples.

7. The funds, programmes and specialized agencies of the United Nations system, including the International Fund for Agricultural Development, the International Labour Organization (ILO), the Food and Agriculture Organization of the United Nations, the United Nations Development Programme, the United Nations Environment Programme, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the Office of the United Nations High Commissioner for Human Rights, have also taken action to advance the implementation of the Declaration through their own frameworks, country dialogues and the system-wide action plan for ensuring a coherent approach to achieving the ends of the Declaration.

8. At the high-level plenary meeting of the General Assembly known as the World Conference on Indigenous Peoples, held in 2014, States committed themselves to taking concrete action to achieve the ends of the Declaration. The process for the World Conference constituted in itself a good practice of partnership between indigenous peoples and Member States working together to identify gains and priorities for future action. The efforts of the Assembly to enable the enhanced participation of indigenous peoples at the United Nations represents a continuation of that good practice. Of particular importance, as reflected in the outcome document, are the commitments made by States, in cooperation with indigenous peoples, to implement national action plans, strategies and other measures and to take legislative, policy and/or administrative measures to achieve the ends of the Declaration.

9. Notwithstanding the progress made in implementing the Declaration over the past decade, the Permanent Forum is concerned about a gap between the formal recognition of indigenous peoples' rights and their implementation in practice. Indigenous peoples continue to face exclusion, marginalization and major challenges to enjoying their basic rights. Ten years after the adoption of the Declaration, the usurpation of indigenous peoples' lands and resources continues at an alarming rate and threats and violence against indigenous peoples who defend their territories, rights and livelihoods have increased dramatically. The Forum is also concerned about the continued refusal of some States to recognize the existence of indigenous peoples, and that free, prior and informed consent is rarely, if ever, obtained from communities for projects and legislation that affect them.

10. The Permanent Forum welcomes the organization of the high-level event of the General Assembly to mark the tenth anniversary of the adoption of the United Nations Declaration on the Rights of Indigenous Peoples, held at United Nations Headquarters in New York on 25 April 2017, with the participation of the mechanisms specific to indigenous peoples, namely the Permanent Forum on Indigenous Issues, the Special Rapporteur on the rights of indigenous peoples and the Expert Mechanism on the Rights of Indigenous Peoples, and of representatives of the seven sociocultural regions.

11. The Permanent Forum urges Member States, in their regular reporting to the United Nations human rights treaty bodies and, in particular, to the Human Rights Council through the universal periodic review, to include the actions taken to

implement the recommendations made by the Special Rapporteur on the rights of indigenous peoples, the Expert Mechanism on the Rights of Indigenous Peoples and the Permanent Forum on Indigenous Issues.

12. The Permanent Forum urges all States to substantially increase the human, financial and technical resources made available to implement the Declaration, in accordance with article 39 thereof, and to overcome the remaining gaps between the formal recognition of indigenous peoples and the implementation of their rights.

13. The Permanent Forum encourages ILO to promote the ratification of the Convention concerning Indigenous and Tribal Peoples in Independent Countries, 1989 (No. 169) (Indigenous and Tribal Peoples Convention).

14. The Permanent Forum encourages Member States with bilateral development agencies to enact, in accordance with the Declaration, policies that ensure the inclusion of indigenous peoples as partners in the development process, with a meaningful role in the design, implementation, monitoring and evaluation of all projects that affect their territories, rights and livelihoods.

15. The Permanent Forum urges the funds, programmes and agencies of the United Nations system to cooperate with States and indigenous peoples in the development and implementation of national action plans, strategies and other measures that aim to achieve the ends of the Declaration, including by providing support for the advancement and adjudication of the collective rights of indigenous peoples to their lands, territories and resources.

16. The Permanent Forum encourages resident coordinators and United Nations country teams to ensure the full and effective participation of indigenous peoples, including indigenous women and youth, in the preparation of the United Nations Development Assistance Frameworks and country programme action plans.

17. The Permanent Forum recommends to ILO and its Governing Body that a technical expert meeting be organized to consider the drafting of a recommendation to supplement the Indigenous and Tribal Peoples Convention.

Implementation of the six mandated areas of the Permanent Forum with reference to the United Nations Declaration on the Rights of Indigenous Peoples

18. Fulfilling the objectives of the United Nations Declaration on the Rights of Indigenous Peoples requires continuous follow-up, monitoring and observation of the six mandated areas. The sixteenth session attracted speakers from among Governments, national human rights institutions, intergovernmental organizations and indigenous peoples. From the interventions presented, the Permanent Forum is concerned that not enough is being done to improve indigenous peoples' rights in the areas of health, education, human rights, economic and social development, environment and culture.

Human rights

19. The Permanent Forum welcomes the adoption of the American Declaration on the Rights of Indigenous Peoples by the Organization of American States on 15 June 2016. The Forum calls upon States to implement the American Declaration in order to advance the rights of indigenous peoples in accordance with the United Nations Declaration on the Rights of Indigenous Peoples, the ILO Indigenous and Tribal Peoples Convention, 1989 (No. 169) and other human rights instruments.

20. The Permanent Forum appreciates the participation and active input of national and regional human rights institutions at its sixteenth session, encourages

studies and reports by the national human rights institutions in the promotion and protection of indigenous rights and invites those institutions to present their reports and studies in future sessions.

21. Notwithstanding the developments in international human rights standards, indigenous peoples continue to face denial of their most basic human rights, including the right to self-determination. The Permanent Forum notes the affirmation that the rights of indigenous peoples are a matter of international concern and that the United Nations has an important role to play in the promotion and protection of their rights, as stated in articles 19 and 20 of the Declaration. The Permanent Forum remains committed to promoting respect for, and the full application of, the provisions of the Declaration and to following up on its effectiveness.

22. Recalling the recommendations made by the Special Rapporteur appointed to undertake a study on the status of implementation of the Chittagong Hill Tracts Accord of 1997 (E/C.19/2011/6, sect. VIII), and given that the situation of the indigenous peoples of the Chittagong Hill Tracts remains a matter of concern, the Forum encourages the Government of Bangladesh to allocate sufficient human and financial resources and set a time frame for the full implementation of the Accord.

23. The Permanent Forum calls upon the Government of the United States of America to comply with the provisions recognized in the Declaration and to ensure the rights of the Great Sioux Nation to participate in decision-making, as set out in article 19 of the Declaration, given that the construction of the Dakota access pipeline will affect their rights, lives and territory. Furthermore, the Forum recommends that the Government of the United States initiate an investigation of alleged human rights abuses by private security and law enforcement officers that occurred during protests to prevent construction of the pipeline.

24. The Permanent Forum takes note of the Deatnu (Tana/Teno) river fishing agreement between the Governments of Finland and Norway that was adopted by their respective Parliaments in March 2017. The Sami Parliaments of Finland and Norway have informed the Forum that the agreement was adopted without the free, prior and informed consent of the Sami. The Forum requests the Governments of Finland and Norway to renegotiate the agreement with the full and effective participation of Sami rights holders.

25. The Permanent Forum urges Colombia to promote and guarantee the rights of indigenous peoples in the development of the regulatory framework of the Colombian peace agreement and to ensure that a process of free, prior and informed consent is established for the implementation of the "ethnic chapter" of the agreement with their full and effective participation.

26. The Permanent Forum recommends that the United Nations Multidimensional Integrated Stabilization Mission in Mali, the African Union and the European Union establish special mechanisms for the protection of indigenous peoples in areas of conflict and high insecurity in the countries of the Sahel and Sahara region, in particular Tuaregs in Mali and Libya.

27. The Permanent Forum continues to hear numerous accounts from indigenous peoples who are threatened by alien commercial ventures, militarization and administrative decisions that interfere with their governance over their lands, territories and resources and ultimately inhibit their capacity for sustainable development and well-being for future generations. The Forum strongly recommends that such disputes be considered in accordance with article 27 of the United Nations Declaration on the Rights of Indigenous Peoples and paragraph 21 of the outcome document of the World Conference on Indigenous Peoples, ensuring that a mechanism exists that provides for fair, independent, impartial, open and

transparent adjudication. Any mechanism established for adjudication of disputes over indigenous peoples' lands, territories and resources should be agreed upon between States and indigenous peoples.

Economic and social development

28. Recalling article 32 of the Declaration, which recognizes that indigenous peoples have the right to "determine and develop priorities and strategies for the development or use of their lands or territories and other resources", the Permanent Forum urges the African Development Bank, the European Investment Bank and the Nordic Investment Bank to develop and adopt policies on indigenous peoples on the basis of the Declaration, to ensure that the programmes and projects for which they provide support respect, promote and protect the rights of indigenous peoples.

29. The Permanent Forum welcomes the progress made in the development of community-based tools to monitor the implementation of the Declaration, the outcome document of the World Conference on Indigenous Peoples and the 2030 Agenda for Sustainable Development and encourages collaboration and contributions from Governments, the agencies of the United Nations system, indigenous peoples and civil society organizations to the Indigenous Navigator framework and other tools in order to strengthen community-based monitoring of global commitments made under the Declaration, the World Conference and the Sustainable Development Goals.

30. The Permanent Forum is concerned about the recent grant by the World Bank of a waiver to its indigenous peoples policy (operational policy 4.10) and requests that the World Bank ensure that waivers will not be used in the future. Furthermore, the Forum requests that the Bank conduct a review of the impact on indigenous peoples of the waiver issued to the Southern Agricultural Growth Corridor of Tanzania Programme and present its findings to the Forum.

31. The Permanent Forum recommends that the World Bank engage the Special Rapporteur on the rights of indigenous peoples, the Expert Mechanism on the Rights of Indigenous Peoples and the Permanent Forum in the development of guidance for the implementation of the new performance standard 7: Indigenous peoples, of the International Finance Corporation performance standards on environmental and social sustainability.

32. The Permanent Forum notes the work of the Fund for the Development of Indigenous Peoples of Latin America and the Caribbean (FILAC) as a regional mechanism to provide support to indigenous peoples. The Forum encourages Member States to strengthen the institutional framework of FILAC and to create similar bodies in other regions of the world.

Environment

33. The Permanent Forum has made a number of recommendations, in particular at its seventh and ninth sessions, on conservation and human rights, which to date remain largely unimplemented. Particular attention has been given by the Forum to the critical issue of free, prior and informed consent of indigenous peoples in establishing and managing any protected area that affects their territories, livelihoods and resources. Those recommendations should be implemented urgently, considering the continued infliction of human rights violations on indigenous peoples in relation to conservation measures.

34. The Permanent Forum urges the Government of Kenya to recognize and formally protect the land and resource rights of the Ogiek and Sengwer peoples in line with the Constitution of Kenya, the Community Land Act of 2016 and other

relevant laws, before moving ahead with planned conservation efforts in the Cherangany Hills.

35. The Permanent Forum urges the International Union for Conservation of Nature to establish a task force on conservation and human rights to work with indigenous peoples' communities and organizations to clearly articulate the rights of indigenous peoples in the context of conservation initiatives and to continue to promote grievance mechanisms and avenues for redress in the context of conservation action, including the Whakatane Mechanism. The Forum invites the Union to report on progress made in the implementation of these recommendations in future sessions.

36. The Permanent Forum recommends that States develop laws and policies to ensure the recognition, continued vitality and protection from misappropriation of indigenous traditional knowledge.

37. The Permanent Forum calls upon Member States to start the work, in the context of the United Nations Convention on the Law of the Sea, of creating a place and a voice for indigenous peoples in the governance of the world's oceans. This effort involves the participation of indigenous peoples in all aspects of the work and decision-making regarding the Convention on the Law of the Sea, including the environmental provisions and the delimitation of the continental shelf. It may also include establishing advisory committees of indigenous peoples to guide the work under the Convention, as has been done under the Convention on Biological Diversity.

38. The Permanent Forum calls upon the United Nations bodies and Member States to ensure that indigenous peoples have a voice equal to States in the development of and negotiations on the international agreement to address marine biodiversity in areas beyond national jurisdiction. States and the United Nations should guarantee that the agreement upholds and respects indigenous peoples' role in governing the oceans and the rights set out in the United Nations Declaration on the Rights of Indigenous Peoples.

Culture

39. The Permanent Forum encourages States to continue cooperating with indigenous peoples to develop fair, transparent and effective mechanisms for the repatriation of ceremonial objects and human remains, at the national and international levels.

Education

40. Recalling article 14 of the Declaration and the recommendation made by the Permanent Forum at its third session, the Forum urges Member States to adopt and fully implement comprehensive national indigenous education policies and bring into practice the education of indigenous languages teachers in accordance with indigenous peoples' initiatives.

41. Recalling paragraph 86 of its report on its eighth session (E/2009/43-E/C.19/2009/14), the Permanent Forum urges public and private education institutions to provide permanent positions for indigenous teachers and to establish scholarships designated exclusively for indigenous students.

Health

42. The Permanent Forum recommends that the Joint United Nations Programme on HIV/AIDS, in collaboration with the United Nations Population Fund (UNFPA) and the Inter-Agency Support Group on Indigenous Peoples' Issues, sponsor an

expert group meeting on HIV/AIDS by 2019, which would include the full and effective participation of indigenous peoples living with and affected by HIV/AIDS, to analyse the sociocultural and economic determinants of health for HIV/AIDS prevention, care and treatment in indigenous communities, with the Forum's collaboration, in order to ensure the realization of target 3.3 of the Sustainable Development Goals.

43. The Permanent Forum recommends that States collaborate with indigenous peoples to ensure adequate resources to design and fully implement HIV/AIDS and hepatitis B and C programmes that address the social, economic and cultural determinants of health for HIV prevention, care and treatment in indigenous populations, in particular indigenous women and youth.

44. The Permanent Forum invites UNFPA, in collaboration with the Forum, to identify good practices of culturally appropriate intervention models from its work in developing countries that provide support to indigenous peoples, in particular women and girls, in exercising their health and reproductive rights, and to report to the Forum on those models by 2018.

45. The Permanent Forum recognizes the efforts made by UNFPA, the United Nations Children's Fund and UN-Women and recommends that they continue to make efforts to implement the recommendation made by the Forum at its fifteenth session to develop a fact sheet on maternal and child health in indigenous communities (E/2016/43-E/C.19/2016/11, para. 38) and present the fact sheet to the Forum by 2018, so as to provide support for target 3.7 of the Sustainable Development Goals.

46. On the basis of the Permanent Forum's continued concern about the impact of environmental toxins and the export and import of banned pesticides on the reproductive health of indigenous women and girls, the Forum reaffirms its call, contained in its report on its thirteenth session, for a legal review of the United Nations chemical conventions, in particular the Rotterdam Convention, to ensure that they are in conformity with international human rights standards, including the United Nations Declaration on the Rights of Indigenous Peoples and the Convention on the Rights of Persons with Disabilities (E/2014/43-E/C.19/2014/11, para. 16; see also E/C.19/2014/8, para. 62). The Forum recommends that the Convention on the Rights of the Child, in particular article 24, and its recognition of environmental health as a right protected under the Convention also be considered in the legal review. The Forum invites the Special Rapporteur on the implications for human rights of the environmentally sound management and disposal of hazardous substances and wastes to carry out a review within his mandated area of expertise and to present his conclusions to the Forum at its seventeenth session.

Follow-up to the recommendations of the Permanent Forum Empowerment of indigenous women

47. The Permanent Forum will continue to play a key role in the empowerment of indigenous women and to provide a platform in which States, the United Nations system and indigenous women evaluate the progress made and the challenges that remain to overcome the marginalization and exclusion of indigenous women.

48. The Permanent Forum urges States to cooperate with indigenous peoples to prevent and eliminate all forms of violence and discrimination against indigenous women, children, youth, older persons and persons with disabilities and to provide support for measures aimed at ensuring their full and effective participation in decision-making processes at all levels and at eliminating structural and legal barriers to their full, equal and effective participation in political, economic, social and cultural life.

49. The Permanent Forum urges States to expand opportunities to enable indigenous women to participate actively in the political life of the country in which they live. The Forum also urges States to ensure the safety of indigenous women who are defending the rights of their peoples and territories and to prosecute those persons involved in incidents of violence against them.

50. The Permanent Forum welcomes the consideration of the empowerment of indigenous women as the focus area of the Commission on the Status of Women at its sixty-first session and urges Governments to report on efforts made to fully implement Commission resolution 49/7, entitled "Indigenous women: beyond the 10-year review of the Beijing Declaration and Platform for Action", and its resolution 56/4, entitled "Indigenous women: key actors in poverty and hunger eradication".

51. The Permanent Forum reiterates the need for the implementation of its recommendation, contained in paragraph 12 of its report on its third session (E/2004/43-E/C.19/2004/23), relating to the situation of indigenous women migrants. The Forum invites ILO to coordinate with other appropriate agencies, in cooperation with indigenous women's organizations, to prepare a report on the situation of indigenous women with regard to informal work, migration and working conditions, for submission to the Forum at its eighteenth session.

52. The Permanent Forum recommends that ILO, in collaboration with UNFPA and other relevant United Nations agencies, prepare a study on access to the labour market by and labour conditions of indigenous women and youth and the challenges, barriers and stereotypes that may affect their professional development, for submission to the Forum at its eighteenth session.

53. The Permanent Forum continues to raise region-specific concerns about the adverse impact of climate change on indigenous communities (see E/2011/43-E/C.19/2011/14, para. 30) and invites the secretariat of the United Nations Framework Convention on Climate Change to prepare a study on the impact of climate change on indigenous women, for submission to the Forum at its eighteenth session.

54. The Permanent Forum welcomes efforts made by UN-Women, in the preparation of the first global report on indigenous women and girls, to highlight progress in the implementation of the United Nations Declaration on the Rights of Indigenous Peoples and prospects for the implementation of the Sustainable Development Goals as they relate to indigenous women and girls, including in matters related to informal work, migration and working conditions. The Forum recommends that UN-Women continue this work in close cooperation with indigenous women's organizations.

Indigenous youth

55. The Permanent Forum has, in recent years, expressed considerable concern regarding the situation of indigenous youth and the lack of disaggregated data thereon. In 2016, the Forum decided to include a recurring item on indigenous youth in the agenda of its annual sessions and has issued several youth-specific recommendations. The Forum welcomes the progress made and encourages further action by indigenous organizations and youth, as well as by members of the United Nations Inter-Agency Network on Youth Development and the Inter-Agency Support Group on Indigenous Peoples' Issues, in implementing those recommendations.

56. The Permanent Forum recommends that indigenous peoples' organizations, as well as the United Nations entities in the Inter-Agency Network on Youth

Development and the Inter-Agency Support Group on Indigenous Peoples' Issues, consult indigenous youth-led organizations in order to include issues pertaining to indigenous youth in their work at the local, national, regional and global levels.

57. The Permanent Forum calls upon the Economic and Social Council, including its youth forum, the high-level political forum on sustainable development, the Commission on the Status of Women and the Commission for Social Development, as well as other relevant United Nations forums, to include representatives of indigenous youth-led organizations in their meetings.

58. The Permanent Forum recommends that States provide financial support to the United Nations Voluntary Fund for Indigenous Peoples to facilitate the participation of indigenous youth in key United Nations meetings and processes most relevant to indigenous issues.

59. The Permanent Forum notes the organization of preparatory meetings for indigenous youth for its sixteenth session, including the Global Indigenous Youth Caucus meeting hosted by the Food and Agriculture Organization of the United Nations (FAO). The Forum recommends that this practice be scaled up in 2018, with representative participation of indigenous youth through indigenous peoples' organizations from all regions, and invites FAO to report on progress achieved to the Forum at its seventeenth session.

60. The Permanent Forum notes the initiative of the Pan American Health Organization/World Health Organization (PAHO/WHO) to develop a new health plan for indigenous youth in Latin America and invites PAHO/WHO to report on progress achieved in implementing the plan to the Forum at its seventeenth session.

Dialogues with indigenous peoples, Member States and the funds, programmes and specialized agencies of the United Nations system

61. The Permanent Forum conducted three focused, interactive dialogue sessions with indigenous peoples, Member States and the funds, programmes and specialized agencies of the United Nations system. The Forum welcomes such dialogues as an opportunity to better understand the concerns of indigenous peoples and Member States and the mandate of the funds, programmes and specialized agencies. Such dialogues also provide an opportunity to focus on specific issues and identify ways to increase the effectiveness of the work of the Forum.

Dialogue with indigenous peoples

62. The dialogue with indigenous peoples included discussions on a number of topics, including the assessment of the implementation of the United Nations Declaration on the Rights of Indigenous People on its tenth anniversary; the follow-up to the World Conference on Indigenous Peoples, in particular the development and implementation of national action plans and the establishment of guidelines for free, prior and informed consent; and the need for effective engagement of indigenous peoples in the 2030 Agenda.

Dialogue with Member States

63. The expert members of the Permanent Forum continued the practice of having an interactive dialogue with Member States in a closed meeting.

64. There were nine items listed for discussion, grouped under two headings. The first heading was "follow-up to the outcome document of the World Conference on Indigenous Peoples". It included the following five items: (a) forms of cooperation and partnership at the State level; (b) status of indigenous peoples; (c) national

action plans; (d) mechanisms addressing lands, territories and resources; and (e) indigenous peoples' development and self-determination.

65. The foregoing items were linked to specific actions identified in the outcome document of the World Conference on Indigenous Peoples. They enabled the expert members to gauge the extent to which actions had been carried out and to encourage the sharing of experiences and ideas. A number of Member States spoke of their arrangements and achievements. The time available was used constructively by Member States and provided an opportunity for expert members to raise questions and consider the replies to them. The expert members consider that these and other items should be discussed at the next session and Member States are encouraged to prepare for the dialogue.

66. The second heading for the dialogue was "indigenous peoples' issues at the United Nations". It included the following four items: (a) free, prior and informed consent; (b) the role of the Permanent Forum on Indigenous Issues; (c) remedy and reconciliation; and (d) indigenous peoples in the United Nations system. The time available led to pertinent feedback to assist the expert members with matters regarding the organization and procedures of the Forum and the important topic of accreditation of indigenous peoples to the United Nations.

Dialogue with the funds, programmes and specialized agencies of the United Nations system

67. The Permanent Forum welcomes the constructive dialogue with the United Nations funds, programmes and specialized agencies of the United Nations system, in addition to the information provided about the initial results obtained in terms of the implementation of the system-wide action plan on the rights of indigenous peoples since its launch at the fifteenth session of the Forum, in 2016. In particular, the Forum welcomes the development of joint programming and activities by United Nations entities and activities conducted at the country level under the six action areas of the action plan.

68. The Permanent Forum urges the funds, programmes and specialized agencies to have a special focus on the implementation of the United Nations Declaration on the Rights of Indigenous Peoples and the system-wide action plan in a few designated countries in 2017 and 2018 and led by the United Nations resident coordinators. In selecting those countries for joint action, special attention should be given to countries that already are under focus, such as those that are carrying out voluntary national reviews for the high-level political forum on sustainable development, those that are under review by the Working Group on the Universal Periodic Review, those that are in the preparatory phases for a new United Nations Development Assistance Framework, or those in which a dialogue process between the State and the indigenous peoples is taking place.

69. The Permanent Forum recalls that in paragraph 7 of its report on its tenth session (E/2011/43-E/C.19/2011/14), it congratulated the International Fund for Agricultural Development on the establishment of the Indigenous Peoples' Forum as an example of good practice that should be followed by other United Nations entities. The Forum urges other United Nations entities to report on their progress achieved in this regard to the Forum at its seventeenth session.

70. In accordance with the outcome document of the high-level plenary meeting of the General Assembly known as the World Conference on Indigenous Peoples and the system-wide action plan, all funds, programmes and specialized agencies are urged to adopt policies to inform their work with indigenous peoples that include indigenous peoples' right to self-determination and free, prior and informed consent. Progress achieved will be discussed at future sessions of the Permanent Forum.

7.. The Permanent Forum requests the Inter-Agency Support Group on Indigenous Peoples' Issues and, specifically, those agencies working on land tenure and changes in land use, to step up cooperation in order to operationalize indicators on land tenure and changes in land use pertaining to the traditional territories (lands and waters) of indigenous peoples, as a global multipurpose indicator in order to report on status and trends, in line with the Convention on Biological Diversity, the 2030 Agenda for Sustainable Development and the United Nations Declaration on the Rights of Indigenous Peoples. All relevant funds, programmes and specialized agencies should update the Forum every year on the results of this work.

72. The Permanent Forum welcomes the first indigenous media zone, established at the sixteenth session of the Forum, and encourages the continuation of this initiative at future sessions, in cooperation with indigenous community media, and, where possible, encourages United Nations entities to continue collaboration with indigenous community media at the regional and national levels.

Dialogue with the Special Rapporteur on the rights of indigenous peoples with regard to indigenous human rights defenders

73. Many indigenous peoples described situations where their human rights were being impacted by large-scale infrastructure projects, natural resource extraction and industrial agriculture activities in their territories without their free, prior and informed consent. The Permanent Forum received information to that effect from the Shuar, Sapara, Maasai and Ogaden peoples, among others. The Forum is concerned, in particular, by cases where it appears that the interests of investors are better protected than the rights of indigenous peoples. It reiterates that States and the private sector must respect the human rights of indigenous peoples by ensuring the effective implementation of the United Nations Declaration on the Rights of Indigenous Peoples and the Guiding Principles on Business and Human Rights.

74. Many States have established mechanisms to protect human rights. However, the Permanent Forum is concerned that such mechanisms might prioritize individual rights over collective rights. It calls upon States, in cooperation with national human rights institutions, to comply with their commitments made in the outcome document of the 2014 World Conference on Indigenous Peoples, with the aim of achieving the full enforcement of the collective rights of indigenous peoples.

75. The Permanent Forum is concerned, in particular, about information received on the situation of indigenous human rights defenders. Globally, there is an alarming rise in the killings of human rights defenders. In 2016, 281 defenders were reported killed, compared to 185 in 2015 and 130 in 2014.[7] Most of the cases were related to land, indigenous and environmental rights, and a majority occurred in only six countries of Latin America and Asia. It is estimated that 40 per cent to 50 per cent of those killed are indigenous persons. Many other indigenous human rights defenders are subjected to violent attacks and threats, enforced disappearances, illegal surveillance, travel bans, blackmail, sexual harassment and other forms of violence and discrimination. It is also of concern to the Forum that human rights defenders are frequently subjected to false claims of criminal activities or terrorism.

76. The Permanent Forum recalls paragraph 41 in its report on its twelfth session (E/2013/43-E/C.19/2013/25) and reaffirms that States should establish a monitoring mechanism to address violence against indigenous peoples, including assassinations, assassination attempts, rapes and other intimidation and persecution against indigenous human rights defenders. Furthermore, with regard to article 22 of

[7] See A/71/281, para. 27, and Front Line Defenders, *Annual Report 2016: Stop the Killing of Human Rights Defenders*, p. 6.

the United Nations Declaration on the Rights of Indigenous Peoples, the Forum recommends that such monitoring mechanisms address the issue of missing and murdered indigenous women, and that measures be taken to ensure the full protection of indigenous women against all forms of violence.

77. The Permanent Forum recommends that national and transnational corporations adhere to the United Nations Guiding Principles on Business and Human Rights in order to ensure protection of the rights of indigenous human rights defenders.

78. The Permanent Forum recommends that donors, including the European Union, the European Commission, the Department of State of the United States of America, human rights support organizations and others provide long-term funding, legal aid and other resources to assist indigenous human rights defenders, their families, networks and communities.

79. The Permanent Forum welcomes the decision of the Special Rapporteur on the rights of indigenous peoples to prepare a study on intimidation, criminalization and violence of any form directed against indigenous peoples, communities or individuals, in particular those who defend their rights under the United Nations Declaration on the Rights of Indigenous Peoples. The Forum invites the Special Rapporteur to share her preliminary findings and recommendations with the Forum at its seventeenth session.

80. The Permanent Forum urges States, in cooperation with indigenous peoples, to develop and implement specific laws and mechanisms to protect indigenous human rights defenders, to ensure that attacks against them are investigated and that those persons responsible are held accountable.

81. National human rights institutions are encouraged to work with indigenous peoples to develop strategies to protect and provide support to indigenous human rights defenders.

Follow-up to the outcome document of the World Conference on Indigenous Peoples

82. The follow-up to the outcome document of the World Conference on Indigenous Peoples focused on the following three areas: (a) implementation of national action plans, strategies or other measures; (b) ways to enhance the participation of indigenous peoples at the United Nations; and (c) implementation of the United Nations system-wide action plan on indigenous peoples.

83. The Permanent Forum calls upon States that have not already done so to engage in constructive partnerships with indigenous peoples to achieve the ends of the United Nations Declaration on the Rights of Indigenous Peoples and to adopt specific action plans, strategies or other measures that will deliver required financial and technical assistance to indigenous peoples in order for them to achieve and exercise self-determination.

84. The Permanent Forum has considered options for indigenous peoples' representation at all levels of the United Nations, noting, in particular, the requests by indigenous peoples' representative institutions, including traditional councils and authorities, to be accredited in the United Nations system.

85. The Permanent Forum strongly supports the granting of observer status in General Assembly meetings to indigenous peoples' representative institutions.

86. The Permanent Forum notes the challenges of accreditation of indigenous peoples' representative institutions. The Forum recommends that selection criteria

for accreditation be developed by indigenous peoples to be applied by a committee that comprises representatives of States and indigenous peoples.

87. The Permanent Forum also recommends that the Economic and Social Council and the Human Rights Council note the proposal to accredit indigenous peoples' representative institutions as observers in the General Assembly and to consider accreditation for indigenous peoples' representative institutions to participate in their meetings and meetings of their subsidiary bodies on issues affecting them.

2030 Agenda for Sustainable Development

88. The Permanent Forum, as an expert body of the Economic and Social Council, regards the 2030 Agenda as a priority area and is committed to providing advice and assistance to the Council and the United Nations system on the implementation of the Agenda, including through active contributions and participation at the high-level political forum on sustainable development.

89. The Permanent Forum recommends that the Inter-agency and Expert Group on Sustainable Development Goal Indicators provide support for the inclusion and methodological development of core indicators for indigenous peoples in the global indicator framework,[3] in particular the inclusion of the indicator on the legal recognition of the land rights of indigenous peoples for the targets under Goals 1 and 2.

90. The Permanent Forum recognizes the importance of data disaggregation, as noted in target 17.18 of the 2030 Agenda, and in this regard, it is aware of the good practices promoted by the Economic and Social Commission for Latin America and the Caribbean (ECLAC). The Forum recommends that ECLAC, in cooperation with UNFPA and others, redouble efforts to ensure data disaggregation for indigenous peoples and promote the inclusion of complementary indicators on indigenous peoples' rights in Governments' national reports for the Sustainable Development Goals and the Montevideo Consensus on Population and Development, adopted at the Regional Conference on Population and Development in Latin America and the Caribbean. The Forum further recommends that ECLAC provide a guidance note and organize a mutual learning event, jointly with other regional commissions, in order to share best practices of data disaggregation on the basis of indigenous identifiers and self-identification, as used in the 2010 round of census in several countries in Latin America.

91. The Permanent Forum emphasizes that the recognition, protection and promotion of indigenous peoples' rights to lands, territories and resources will make a significant contribution to achieving not only Goals 1 and 2, but also all the Sustainable Development Goals. In this regard, the Forum urges Governments to take all measures necessary to protect indigenous peoples' rights to their territories and resources in the framework of the 2030 Agenda.

92. The Permanent Forum calls upon Governments to establish permanent, open and inclusive mechanisms for consultation, participation and representation of indigenous peoples in local, regional, national and international processes and bodies relating to the Sustainable Development Goals. It also calls upon Governments to allocate adequate resources towards implementation of plans that include indigenous peoples, as well as to ensure data disaggregation on the basis of indigenous identifiers.

93. The Permanent Forum recommends that relevant countries among the 44 countries undergoing voluntary national reviews at the high-level political forum in

[3] See E/CN.3/2017/2.

2017[4] include indigenous peoples in their reviews, reports and delegations. The Forum invites those Member States to report on good practices of including indigenous peoples' indicators in the voluntary national reviews to the Forum at its seventeenth session.

Future work of the Permanent Forum, including issues considered by the Economic and Social Council and emerging issues

94. The Permanent Forum expresses thanks to the Government of Canada for hosting its pre-sessional meeting for 2016 and to the Governments of the Plurinational State of Bolivia, Canada, China, the Congo, Denmark, Guatemala, Mexico, Nicaragua, Norway, the Russian Federation, Spain and the United States of America, as well as the Government of Greenland, for having hosted previous pre-sessional and intersessional meetings of the Forum. The Forum recommends that States that have not yet done so consider hosting such meetings in the future. It also requests that the secretariat of the Forum organize pre-sessional meetings for future sessions of the Forum.

International Year of Indigenous Languages, 2019

95. The Permanent Forum welcomes the proclamation of the International Year of Indigenous Languages, beginning on 1 January 2019, to draw attention to the critical loss of indigenous languages and the urgent need to preserve, revitalize and promote indigenous languages and to take further urgent steps at the national and international levels. The Forum notes with appreciation the commitment made by the United Nations Educational, Scientific and Cultural Organization (UNESCO) to serve as the lead agency for the Year, in collaboration with other relevant agencies.

96. In the light of the proclamation of the International Year, the Permanent Forum invites Member States, in close cooperation with indigenous peoples, UNESCO and other relevant agencies of the United Nations system, to participate actively in the planning of the Year, including by organizing national and international expert meetings to raise awareness of and plan specific activities for the Year, and securing additional and adequate funding for the successful preparation and implementation of the Year, including by providing support for the establishment of an indigenous-led fund dedicated to the preservation and revitalization of indigenous languages.

97. The Permanent Forum recommends that UNESCO, in cooperation with the Expert Mechanism on the Rights of Indigenous Peoples, the Forum and the Special Rapporteur on the rights of indigenous peoples, and with the direct participation of indigenous peoples, develop a comprehensive action plan for the International Year and invites UNESCO to submit the plan to the Forum at its seventeenth session.

United Nations Framework Convention on Climate Change and the Paris Agreement on Climate Change

98. The Permanent Forum welcomes the fact that the Conference of the Parties to the United Nations Framework Convention on Climate Change, in paragraph 135 of its decision 1/CP.21, recognized the need to strengthen knowledge, technologies, practices and efforts of local communities and indigenous peoples related to addressing and responding to climate change and established a platform (the local

[4] The 44 countries that are undertaking voluntary national review in 2017 are Afghanistan, Argentina, Azerbaijan, Bangladesh, Belarus, Belgium, Belize, Benin, Botswana, Brazil, Chile, Costa Rica, Cyprus, Czechia, Denmark, El Salvador, Ethiopia, Guatemala, Honduras, India, Indonesia, the Islamic Republic of Iran, Italy, Japan, Jordan, Kenya, Luxembourg, Malaysia, Maldives, Monaco, Nepal, the Netherlands, Nigeria, Panama, Peru, Portugal, Qatar, Slovenia, Sweden, Tajikistan, Thailand, Togo, Uruguay and Zimbabwe (www.sustainabledevelopment.un.org).

communities and indigenous peoples platform) for the exchange of experiences and sharing of best practices on mitigation and adaptation in a holistic and integrated manner.

99. The Permanent Forum invites the secretariat of the United Nations Framework Convention on Climate Change to share the findings of the next open multi-stakeholder dialogues on the operationalization of the local communities and indigenous peoples platform at the seventeenth session of the Forum. The Forum urges Member States to operationalize the platform in accordance with the provisions of the United Nations Declaration on the Rights of Indigenous Peoples.

100. The Permanent Forum also welcomes the fact that the Conference of the Parties to the United Nations Framework Convention on Climate Change at its twenty-second session, held in Marrakech, Morocco, in November 2016, agreed to adopt an incremental and participatory approach to developing the platform on local communities and indigenous peoples with a view to ensuring its effective operationalization.

101. The Permanent Forum welcomes the recognition and inclusion of indigenous peoples' knowledge in the work of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services to assess the state of biodiversity and ecosystem services. The Forum supports the Platform's approach to recognize and work with indigenous knowledge throughout its work programme, for example, recognizing the contribution of indigenous knowledge in its global assessment on the conservation and sustainable use of biodiversity and ecosystems. The Forum invites the Platform to continue to inform the Forum about the progress of its work, including at its seventeenth session.

2030 Agenda for Sustainable Development

102. The Permanent Forum is committed to continue its strong engagement in follow-up to the 2030 Agenda implementation. The Forum will participate in, and provide substantive input to, the thematic reviews of the high-level political forum and provide expert advice to Member States and the United Nations system in the implementation of the agenda at all levels (see paras. 89-94 above).

103. The Permanent Forum encourages the Commission for Social Development to consider indigenous peoples' issues at the fifty-sixth session of the Commission as part of its agenda related to the 2017-2018 priority theme "Strategies for eradicating poverty to achieve sustainable development for all".

104. Recalling its recommendations made at its first, sixth and ninth sessions that called for publication of the report entitled "State of the world's indigenous peoples", the Permanent Forum requests the Department of Economic and Social Affairs to continue its publication of the document on a quadrennial basis.

Studies to be prepared by members of the Permanent Forum

105. The Permanent Forum appoints Anne Nuorgam, a member of the Forum, to undertake a study to examine freshwater fishing and hunting rights of indigenous peoples, to be submitted to the Forum at its seventeenth session.

106. The Permanent Forum appoints Brian Keane and Elifuraha Laltaika, members of the Forum, to undertake a study to examine conservation and indigenous peoples' human rights, to be submitted to the Forum at its seventeenth session.

107. The Permanent Forum appoints Les Malezer, a member of the Forum, to undertake a study on indigenous peoples and sustainable development, to be submitted to the Forum at its seventeenth session.

108. The Permanent Forum appoints Terri Henry, a member of the Forum to undertake a study on spotlight in North America: good practices in addressing violence against indigenous women and the impact of grassroots movements in achieving national action, to be submitted to the Forum at its eighteenth session.

Chapter II
Venue, dates and proceedings of the session

109. By its decision 2016/251, the Economic and Social Council decided that the sixteenth session of the Permanent Forum would be held at United Nations Headquarters from 24 April to 5 May 2017.

110. At its 6th and 13th meetings, on 27 April and 3 May, the Permanent Forum considered agenda item 3, entitled "Follow-up to the recommendations of the Permanent Forum: (a) empowerment of indigenous women; and (b) indigenous youth". For its consideration of the item, the Forum had before the documents entitled "Update on the implementation of the recommendations of the Permanent Forum" (E/C.19/2017/3), "Compilation of information from Member States on addressing the recommendations of the Permanent Forum" (E/C.19/2017/6), "Compilation of information received from indigenous peoples' organizations" (E/C.19/2017/7) and "Compilation of information received from agencies, funds and programmes of the United Nations system and other intergovernmental bodies on progress in the implementation of the recommendations of the Permanent Forum" (E/C.19/2017/8). At its 16th meeting, on 5 May, the Forum considered and adopted its recommendations submitted under agenda item 3 (see chap. I, sect. B).

111. At its 4th, 5th and 13th meetings, on 26 and 27 April and on 3 May, the Permanent Forum considered item 4, entitled "Implementation of the six mandated areas of the Permanent Forum with reference to the United Nations Declaration on the Rights of Indigenous Peoples". For its consideration of the item, the Forum had before it a document entitled "Compilation of information from national human rights institutions" (E/C.19/2017/9). At its 16th meeting, the Forum considered and adopted its recommendations submitted under that item (see chap. I, sect. B).

112. At its 11th meeting, on 2 May, the Permanent Forum considered agenda item 5, entitled "Dialogue with indigenous peoples". At its 16th meeting, the Forum considered and adopted its recommendations submitted under that item (see chap. I, sect. B).

113. At its 12th meeting, on 2 May, the Permanent Forum considered item 6, entitled "Dialogue with Member States". At its 16th meeting, the Forum considered and adopted its recommendations submitted under that item (see chap. I, sect. B).

114. At its 8th meeting, on 28 April, the Permanent Forum considered agenda item 7, entitled "Dialogue with the funds, programmes and specialized agencies of the United Nations system". At its 16th meeting, the Forum considered and adopted its recommendations submitted under that item (see chap. I, sect. B).

115. At its 2nd and 3rd meetings, on 24 and 25 April, the Permanent Forum considered item 8, entitled "Discussion on the theme 'Tenth anniversary of the United Nations Declaration on the Rights of Indigenous Peoples: measures taken to implement the Declaration'". For its consideration on the item, the Forum had before it the documents entitled "Tenth anniversary of the United Nations Declaration on the Rights of Indigenous Peoples: measures taken to implement the Declaration" (E/C.19/2017/4) and "International expert group meeting on the theme 'Implementation of the United Nations Declaration on the Rights of Indigenous Peoples: the role of the Permanent Forum on Indigenous Issues and other indigenous-specific mechanisms (article 42)'" (E/C.19/2017/10). At its 16th meeting, the Forum considered and adopted a draft decision and its recommendations submitted under that item (see chap. I, sects. A and B).

116. At its 14th meeting, on 4 May, the Permanent Forum considered agenda item 9, entitled "2030 Agenda for Sustainable Development". For its consideration of the

item, the Forum had before it a document entitled "Update on indigenous peoples and the 2030 Agenda" (E/C.19/2017/5). At its 16th meeting, the Forum considered and adopted its recommendations submitted under agenda item 9 (see chap. I, sect. B).

117. At its 9th and 10th meetings, on 1 May, the Permanent Forum considered item 10, entitled "Dialogue with the Special Rapporteur on the rights of indigenous peoples and the Chair of the Expert Mechanism on the Rights of Indigenous Peoples with regard to indigenous human rights defenders". At its 16th meeting, the Forum considered and adopted its recommendations submitted under agenda item 10 (see chap. I, sect. B).

118. At its 7th meeting, on 28 April, the Permanent Forum considered agenda item 11, entitled "Follow-up to the outcome document of the World Conference on Indigenous Peoples: (a) implementation of national action plans, strategies or other measures; (b) ways to enhance the participation of indigenous peoples at the United Nations; and (c) implementation of the United Nations system-wide action plan on indigenous peoples". For its consideration of the item, the Forum had before it a document entitled "Implementation of the United Nations system-wide action plan on indigenous peoples" (E/C.19/2017/2). At its 16th meeting, the Forum considered and adopted its recommendations submitted under agenda item 11 (see chap. I, sect. B).

119. At its 15th meeting, on 4 May, the Permanent Forum considered agenda item 12, entitled "Future work of the Permanent Forum, including issues considered by the Economic and Social Council and emerging issues". At its 16th meeting, the Forum considered and adopted its recommendations submitted under that item (see chap. I, sect. B).

120. At its 16th meeting, the Permanent Forum considered agenda item 13, entitled "Provisional agenda for the seventeenth session". At the same meeting, the Forum considered and adopted a draft decision submitted under that item (see chap. I, sect. A).

Chapter III

Adoption of the report of the Permanent Forum on its sixteenth session

121. At its 16th meeting, on 5 May, the Rapporteur introduced and orally revised the draft decisions and recommendations and the draft report of the Permanent Forum on its sixteenth session.

122. At the same meeting, the Permanent Forum adopted its draft report, as orally revised.

Chapter IV
Organization of the session

A. Opening and duration of the session

123. The Permanent Forum held its sixteenth session at United Nations Headquarters from 24 April to 5 May 2017. It held 16 formal meetings and 3 closed meetings to consider the items on its agenda.

124. At the 1st meeting, on 24 April, the session was opened by the Assistant Secretary-General for Economic Development, Department for Economic and Social Affairs. At the opening ceremony, Tadodaho Sid Hill, of the Onondaga Nation, delivered a welcoming address. The Vice-President of the General Assembly and the Vice-President of the Economic and Social Council delivered statements.

125. At the same meeting, statements were made by the Chair of the Permanent Forum, the Assistant Secretary-General for Economic Development, the Minister of Indigenous and Northern Affairs of Canada and the Assistant Secretary-General and Deputy Executive Director of UN-Women.

B. Attendance

126. Members of the Permanent Forum and representatives of Governments, intergovernmental organizations and bodies, United Nations entities and non-governmental and indigenous organizations attended the session. The list of participants will be published at a later date.

C. Election of officers

127. At its 1st meeting, on 24 April, the Forum elected the following members of the Bureau by acclamation:

Chair:
Mariam Wallet Mohamed Aboubakrine

Vice-Chairs:
Phoolman Chaudhary
Jens Dahl
Jesus Guadalupe Fuentes Blanco
Terri Henry

Rapporteur:
Brian Keane

D. Agenda

128. Also at its 1st meeting, the Forum adopted the provisional agenda contained in document E/C.19/2017/1.

E. Documentation

129. The list of the documents before the Permanent Forum at its sixteenth session will be published at a later date.

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Economic and Social Council
Official Records, 2017
Supplement No. 24

E/2017/44-E/C.16/2017/8

Committee of Experts on Public Administration

Report on the sixteenth session (24-28 April 2017)

United Nations • New York, 2017

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Note

Symbols of United Nations documents are composed of letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

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Summary

The present report contains the main findings and recommendations of the Committee of Experts on Public Administration at its sixteenth session. The Committee addressed the issue of ensuring effective implementation of the Sustainable Development Goals through leadership, action and means.

A key message of the session was that government and public institutions have the leading role to implement the Sustainable Development Goals and pursue policies to leave no one behind. The Committee stressed that leadership is critical to making progress. The highest level of government should continuously promote implementation of the Goals. Leadership should also be encouraged at all levels of government and among public servants. Leaders should build commitment to the implementation of the Goals within society. There is a need to implement new approaches to fighting corruption and to ensure a merit-based civil service. This, along with demonstrating the impact of public policy on progress relating to the Goals, is necessary to rebuild people's trust in government.

The Committee underscored that local governments have a critical role in reaching the Goals and achieving equity. It would be helpful to move away from top-down relationships and, instead, central and local governments should work as partners. Decentralization may be necessary to accelerate progress on some of the targets relating to the Goals, but the resources and capacities of local governments need to be commensurate with their responsibilities.

Another message of the Committee's was that poverty eradication policies should be based on a solid consensus across all income groups. Policies should be developed in close consultation with all stakeholders, including the poorest and most vulnerable. Poverty eradication should be established as an overarching objective of all parts of government and pursued through a whole-of-government approach. Integrated approaches are key to implementing multidimensional poverty eradication strategies and social protection floors.

The Committee also underscored that it is necessary to launch efforts to rally public servants around the Goals and instil a sense of commitment in them with new ways of working based on participation and engagement, new skills, and, in some instances, a greater sense of professionalism and ethics.

Beyond that, the Committee noted that the Goals may call for specific governance improvements in a variety of contexts. It accordingly started to define a set of voluntary principles and practices of effective governance for sustainable development grounded in the 2030 Agenda for Sustainable Development and other United Nations agreements.

Taking the observations above into account, the Committee prepared a contribution to the 2017 high-level political forum on sustainable development on the subject of challenges for institutions in eradicating poverty and promoting prosperity in a changing world. In its contribution, the Committee emphasized, inter alia, that a transformative approach to policymaking and the modus operandi of public institutions was needed in order to leave no one behind and realize the principles of effectiveness, accountability and inclusion. The Committee also adopted a draft resolution and a draft decision for consideration by the Economic and Social Council.

[12 May 2017]

Contents

Chapter		*Page*
I.	Matters calling for action by the Economic and Social Council or brought to its attention	5
	A. Draft resolution recommended for adoption by the Economic and Social Council	5
	B. Draft decision recommended for adoption by the Economic and Social Council	11
	C. Contribution of the Committee to the high-level political forum on sustainable development on challenges for institutions in eradicating poverty and promoting prosperity in a changing world	12
II.	Organization of the session	14
	A. Opening and duration of the session	14
	B. Attendance	14
	C. Agenda	14
	D. Election of officers	15
III.	Ensuring effective implementation of the Sustainable Development Goals through leadership, action and means	16
	A. Institutional leadership and the Sustainable Development Goals	16
	B. Institutional arrangements for the Sustainable Development Goals	18
	C. Supporting and equipping local authorities	20
	D. Implications for public institutions of strategies for integrated action to achieve poverty eradication and promote prosperity	22
	E. Elaborating principles of effective governance for sustainable development	24
IV.	Future work of the Committee	27
Annex		
	List of documents	28

Chapter I

Matters calling for action by the Economic and Social Council or brought to its attention

A. Draft resolution recommended for adoption by the Economic and Social Council

1. The Committee of Experts on Public Administration recommends that the Economic and Social Council review and adopt the following draft resolution:

Report of the Committee of Experts on Public Administration on its sixteenth session

The Economic and Social Council,

Recalling its resolutions 2015/28 of 22 July 2015, 2016/26 of 27 July 2017 and other related resolutions on public administration and development, in which it affirmed that service to citizens should be at the centre of transforming public administration and that the foundations of sustainable development at all levels include transparent, participatory and accountable governance and a professional, ethical, responsive and information and communications technology-enabled public administration,

Reaffirming General Assembly resolution 70/1 of 25 September 2015, entitled "Transforming our world: the 2030 Agenda for Sustainable Development",

Reaffirming also General Assembly resolution 69/313 of 27 July 2015 on the Addis Ababa Action Agenda of the Third International Conference on Financing for Development,

Reaffirming further the outcome document, entitled "New Urban Agenda", adopted by the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), held in Quito from 17 to 20 October 2016,[1]

Recalling General Assembly resolution 69/327 of 14 September 2015, in which the Assembly reaffirmed the importance of freedom, human rights, national sovereignty, good governance, the rule of law, peace and security, combating corruption at all levels and in all its forms, and effective, accountable and inclusive democratic institutions at the subnational, national and international levels as central to enabling inclusive and accountable public services for sustainable development,

Noting the importance of integrating climate change measures into national policies, strategies and planning,

Referring to the United Nations Convention against Corruption,[2] which entered into force on 14 December 2005,

Recalling General Assembly resolution 71/212 of 21 December 2016, in which the Assembly recognized the need to harness the potential of information and

[1] General Assembly resolution 71/256, annex.

[2] United Nations, *Treaty Series*, vol. 2349, No. 42146.

communications technologies as critical enablers of sustainable development and to overcome the digital divide, and stressing that capacity-building for the productive use of such technologies should be given due consideration in the implementation of the 2030 Agenda for Sustainable Development and the Addis Ababa Action Agenda of the Third International Conference on Financing for Development,

Recalling also General Assembly resolution 69/228 of 19 December 2014 on promoting and fostering the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions, in which the Assembly emphasized that efficient, accountable and transparent public administration has a key role to play in the implementation of the internationally agreed development goals,

Recognizing the role of the Committee of Experts on Public Administration in providing policy advice and programmatic guidance to the Economic and Social Council on issues related to governance and public administration, and the relevance of the work of the Committee to the implementation of and follow-up to the 2030 Agenda for Sustainable Development,

1. *Takes note* of the report of the Committee of Experts on Public Administration on its sixteenth session,[3] and expresses its appreciation for the work done by the Committee on ensuring effective implementation of the Sustainable Development Goals through leadership, action and means, including on implications for public institutions of strategies for integrated action to achieve poverty eradication in accordance with the 2017 themes of the Economic and Social Council and the high-level political forum;

2. *Invites* the Committee to continue to place the 2030 Agenda for Sustainable Development[4] at the centre of its work and to continue to advise the Council on how public administrations can support the implementation and progress reviews of the Sustainable Development Goals;

3. *Welcomes* the contribution of the Committee to the high-level political forum on sustainable development, and reaffirms that the principle of leaving no one behind should be a core principle of public administration;

Transforming institutions for the Sustainable Development Goals

4. *Stresses* that Governments have the central role in the implementation of the Sustainable Development Goals and in eradicating poverty and promoting prosperity in a changing world;

5. *Underscores* that realizing the Sustainable Development Goals requires addressing the deep inequalities that exist in many countries, which may require the State to play a greater role in the effective redistribution and social protection programmes, including through more progressive and effective taxation systems and administration;

6. *Notes* that effective institutions are essential for the achievement of all the Sustainable Development Goals and targets;

7. *Welcomes* the fact that many countries are in the process of identifying and updating policies, strategies, institutions and arrangements for spearheading and coordinating the implementation and progress review of the Sustainable Development Goals, also welcomes the ongoing exchange of lessons learned on this topic at the high-level political forum;

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[3] *Official Records of the Economic and Social Council, 2017, Supplement No. 24* (E/2017/44).

[4] General Assembly resolution 70/1.

8. *Underscores* that there is no single blueprint for implementing the Sustainable Development Goals and that identifying the most effective policies in a given context requires the participation and engagement of all stakeholders, inter alia local authorities, civil society and the private sector, on various policy options;

9. *Invites* Member States, therefore, to ensure that policies to implement the Sustainable Development Goals are developed in a participatory, inclusive and collaborative fashion, noting that it is important to institutionalize participation and engagement to ensure that various parts of civil society have an opportunity to make their voices heard;

10. *Recognizes* that implementing the Sustainable Development Goals does not necessarily require the creation of new institutions and that existing institutions, such as planning ministries, have a critical role to play, working together towards the Goals;

11. *Reiterates* the importance of the sectoral ministries in developing and implementing policies in their respective areas, taking into account the interrelationships inherent in the Goals, and underscores that it may be useful to invite such ministries to identify the Goals and targets they will address most specifically and adjust or develop related implementation plans or strategies in cooperation with all relevant stakeholders;

12. *Notes with appreciation* that some countries have informed and engaged their parliaments in relation to the Goals and encourages all Governments to consider undertaking similar efforts, while some parliaments have taken a proactive role in their implementation;

13. *Invites* Governments, international, regional and other organizations and the research community to develop practical tools to help policy makers in developing integrated plans and policies for implementing the Sustainable Development Goals based on interrelations among the targets;

14. *Notes* that realizing the Sustainable Development Goals is closely related to the delivery of public services and that there are important political and societal discussions on the scope, nature and financing of those services in many countries and accordingly, invites the President of the Council to convene a dedicated meeting on delivering public services for the Goals with a view to sharing ideas and discuss challenges, approaches, policies and lessons learned, inter alia with regard to promoting effective redistribution and social protection programmes, including through more progressive and effective taxation systems and administration;

15. *Recognizes* that the policies for implementing the Sustainable Development Goals should be based on evidence and data and focused on achieving results;

16. *Also recognizes* the transformative power of information and communications technology while noting that many forms of the digital divide remain;

17. *Welcomes* that Governments are increasingly using information and communications technology to deliver public services and other functions and engage people in decision-making as documented in the 2016 United Nations E-Government Survey and encourages further efforts in this regard;

18. *Welcomes* the symposium organized by the Government of the Bahamas and the United Nations Department of Economic and Social Affairs entitled "Implementing the 2030 Agenda for Sustainable Development and the SIDS Accelerated Modalities of Action (SAMOA) Pathway in small island developing states: Equipping public institutions and mobilizing partnerships", held from 21 to 23 February 2017, and

invites the United Nations and other organizations to organize similar meetings for sharing experiences and building capacities within existing resources;

Promoting public sector leadership

19. *Stresses* that leadership at all levels of government and public administration is critical for implementing the Sustainable Development Goals;

20. *Welcomes* that, in some countries, the highest level of government has engaged or remains engaged in the implementation of the Goals;

21. *Underscores* that implementing the Goals requires the actions of not only Governments but also multiple actors of civil society and the private sector and the launching of effective partnerships;

22. *Stresses* that awareness and ownership of the Goals by institutions at all levels and by society at large are essential to promote their implementation, and invites Governments to undertake concerted efforts to raise awareness and increase ownership of the Sustainable Development Goals within national, regional and local authorities, civil society, the private sector and society at large;

23. *Also invites* Governments to launch initiatives to build the awareness and commitment of civil servants at all levels to the vision of the 2030 Agenda and encourages them to take leadership roles, innovate and break away from business as usual inter alia to address the integrated nature of the Sustainable Development Goals; also invites Governments to build the capacities and skills of civil servants in areas such as integrated and coherent policymaking, planning, implementation, foresight, consultation, evidence-based reviews of progress and the collection and use of statistics and data;

24. *Encourages* Governments to redouble efforts to ensure respect for the rule of law by institutions at all levels and ensure a merit-based civil service, which helps to promote public ethics and ensures effective and fair human resources management;

Implications of poverty eradication for public institutions

25. *Stresses* that eradicating poverty requires a whole-of-government approach whereby the highest level of government and every ministry and institution at the local or national level is committed to realizing that goal;

26. *Underscores* that the experience of some countries has shown that eradicating poverty requires multidimensional and targeted poverty eradication strategies entailing actions related to promoting inclusive economic growth; employment and decent work; social protection and equity; education and skills; health; food and nutrition; housing; infrastructure; energy; water and sanitation; the environment and climate change; the building of effective inclusive and accountable institutions, and other areas of the 2030 Agenda;

27. *Underlines* that rule of law, peace and security, an independent judiciary and the proper administration of justice are critical conditions for improving the lives of the poorest and most vulnerable;

28. *Stresses* that poverty eradication strategies need to address rural and urban poverty and that a national plan for regional development may help to address the frequent disparities in the levels of poverty across territorial units within countries;

29. *Underscores* that continued weaknesses in governance, including corruption and the excessive influence of influential groups in society, hinder the

effectiveness of poverty eradication strategies and the adequate allocation of resources, and invites countries to redouble efforts in addressing those issues;

30. *Reiterates* that, in designing poverty eradication strategies, Governments need to engage civil society and all segments of society, including the poorest and most vulnerable people, while building broad support and a solid consensus involving also the middle class and minorities;

31. *Notes* that, for reaching the poorest and most vulnerable, Governments often need to work with civil society and the private sector, and encourages Governments to continue to leverage such partnerships while safeguarding the quality and affordability of services for the poorest and most vulnerable;

Supporting and equipping local authorities

32. *Underscores* that subnational governments and, in particular, local governments have a critical role in implementing the Sustainable Development Goals and eradicating poverty, given their proximity to the population and, at the grassroots level, their role in delivering basic public services and their ability to take integrated approaches, bearing in mind that Goal 11 is to make cities and human settlements inclusive, safe, resilient and sustainable;

33. *Notes* that, to best respond to the situation, expectations and needs of people, it can be useful to transfer implementation roles and public functions related to specific Goals from the central Government to local governments and other local agencies or institutions;

34. *Emphasizes* that, regardless of the model or the extent of decentralization in a country, both the central and local governments have a responsibility for realizing the Goals, and that it is critical that they work together in a spirit of collaboration and partnership;

35. *Affirms* that the resources and capacities of local governments should be commensurate with their responsibilities and therefore notes that responsibility for the implementation of specific Goals and targets should be transferred to the local level only if accompanied by an adequate level of financial resources and capacity development;

36. *Notes* that resources transferred from the central Government are thus often critical to support social and other programmes towards the Sustainable Development Goals, and invites countries, international organizations and other actors to support local governments and build their capacities to mobilize resources in a coordinated way;

37. *Stresses* the need to build the skills and capacities of elected officials and civil servants at the local level so that they are equipped to support the implementation of the Goals;

Reviewing progress

38. *Reaffirms* that Governments are accountable to their people for the implementation of the Sustainable Development Goals;

39. *Welcomes* the commitment of supreme audit institutions to contribute to reviewing the implementation of the Sustainable Development Goals at the national level as expressed in the strategic plan of the International Organization of Supreme Audit Institutions for the period 2017 to 2022, and invites Governments to consider availing themselves of that support;

40. *Notes* that people need to have a clear understanding of the respective responsibilities, activities and results of the various public institutions, including those at local levels, and encourages the creation of platforms, forums or tools to make such information available;

41. *Emphasizes* the need to monitor the impact of public institutions and policies on poverty eradication and other Sustainable Development Goals through inclusive and evidence-based approaches engaging also the poorest and most vulnerable;

42. *Encourages* Governments to develop an open government system as a model of governance that focuses on citizens and establishes a new relationship between public administration and society;

43. *Reiterates* that disaggregated data are critical for policymaking and review and calls for further efforts to build the capacities of national statistical offices as independent institutions;

Elaborating principles of effective governance

44. *Recognizes* the need for pragmatic ongoing improvements in national and local governance capabilities to achieve the 2030 Agenda for Sustainable Development and other international agreements, and takes note of the work of the Committee on the elaboration of principles of responsible and effective governance which could serve as an important reference point in building effective, accountable and inclusive institutions at all levels and in support of the implementation of all Sustainable Development Goals;

Follow up

45. *Requests* the Committee, at its seventeenth session, to be held from 23 to 27 April 2018, to examine and make recommendations on the theme of the 2018 session of the Council;

46. *Invites* the Committee to contribute to the thematic review of the high-level political forum and to work towards contributing to the overall review of the implementation of the Sustainable Development Goals to be conducted by the high-level political forum in 2019, giving particular attention to the cross-cutting nature of all the Sustainable Development Goals;

47. *Also invites* the Committee to continue to advise on approaches and practices related to the institutions, policies and arrangements being established to promote the implementation of the Sustainable Development Goals, bearing in mind that the specific contexts and situations of countries differ widely as well as to advise on making institutions effective, inclusive and accountable;

48. *Requests* the Secretary-General to take the present resolution fully into account in the work of the Organization, inter alia in addressing gaps in research and analysis and in responding to the capacity development needs of Member States for building effective, accountable and inclusive institutions at all levels in pursuit of the achievement of the Sustainable Development Goals;

49. *Also requests* the Secretary-General to continue to promote and support innovation and excellence in public services for sustainable development through the United Nations Public Service Award;

50. *Further requests* the Secretary-General to report on the implementation of and follow-up to the present resolution through the established working methods of the Committee.

B. Draft decision recommended for adoption by the Economic and Social Council

2. Bearing in mind the themes of the 2018 session of the Economic and Social Council and of the 2018 high-level political forum on sustainable development, the Committee of Experts on Public Administration recommends that the Council review and adopt the following draft decision:

Provisional agenda of the seventeenth session of the Committee of Experts on Public Administration

The Economic and Social Council:

Approves the provisional agenda for the seventeenth session of the Committee as set out below:

1. Election of officers.
2. Adoption of the agenda and other organizational matters.
3. Readying institutions and policies for implementation of the 2030 Agenda for Sustainable Development:
   (a) Promoting policy and institutional coherence in implementing the Sustainable Development Goals to be reviewed in depth by the 2018 high-level political forum and the other Goals;
   (b) Building capacities and effectively mobilizing, allocating and managing budgetary resources for implementation of the 2030 Agenda;
   (c) Building the awareness, competencies and skills of civil servants at the national and local levels.
4. Building effective, accountable and inclusive institutions at all levels:
   (a) Elaborating principles of effective governance for sustainable development building on the work of the Committee at its sixteenth session;
   (b) Engaging accountability mechanisms, civil society and the media in advising on and overseeing implementation of the Goals;
   (c) Nature and challenges of misconduct and corruption in the public sector, and ways forward;
   (d) Ensuring that civil society actors are able to participate in decision-making on implementing the Goals and contribute to progress;
   (e) Promoting innovative ways of delivering services and open government in support of the Goals.
5. Supporting the transformation towards sustainable and resilient societies: enhancing and equipping institutions:
   (a) Changes required in institutions and public administration at all levels to foster the transformation of societies required under the 2030 Agenda in urban and rural communities;
   (b) Ensuring that actions by the private sector are compatible with sustainable development pathways through traditional and innovative forms of regulation and management.

6. Provisional agenda for the eighteenth session of the Committee.

7. Adoption of the report of the Committee on its seventeenth session.

C. Contribution of the Committee to the high-level political forum on sustainable development on challenges for institutions in eradicating poverty and promoting prosperity in a changing world

3. The Committee would like to draw the attention of the Economic and Social Council and the high-level political forum on sustainable development to its contribution to the 2017 high-level political forum on the subject of eradicating poverty and promoting prosperity in a changing world. In its contribution, conveyed to the President of the Council as Chair of the high-level political forum on 9 May 2017, the Committee underlined, inter alia, that Governments have the primary responsibility to achieve the Sustainable Development Goals for the people they serve, and, therefore, for eradicating poverty and promoting prosperity.

4. Because poverty is multidimensional, poverty eradication needs to be pursued by all parts of Government and through integrated policies. The principle of leaving no one behind should guide public institutions and public administrations in delivering on their functions, bearing in mind the principles of effectiveness, inclusiveness and accountability.

5. For policy makers and civil servants at all levels there is a need for an in-depth and holistic understanding of various dimensions, manifestations, factors and dynamics of poverty, including regional and local disparities, and of who is at risk of being left behind.

6. The success of well-functioning social protection systems for poverty eradication is threefold: (a) they ensure equality for poor and vulnerable people; (b) they enhance resilience against impacts of diverse shocks for the most vulnerable and the near-poor (those at risk of sliding back into poverty); and (c) they create opportunities for all people. Poverty eradication strategies should also aim for the long-term objective of breaking the intergenerational transmission of poverty. There is a need for a broad social consensus among all population segments. The effectiveness of poverty eradication strategies may also be hampered by corruption, misconduct and governance weaknesses. To counter the latter there is a need for effective public accountability and review measures and mechanisms.

7. In addition to successful redistribution and welfare programmes and social protection systems there is a complementary need for the public sector to promote job creation, entrepreneurship, productivity growth, decent work, vocational education and skill training as well as to enhance formal sector employment while integrating the informal sector. Where appropriate, the public sector could continue taking the lead in pioneering research, technology and innovation to boost job creation and sustain economic and social growth.

8. The success of poverty eradication efforts needs to be accompanied by the rule of law, public security, an independent judiciary and the proper administration of justice. Legal measures could be in place to combat discrimination in public service delivery such as in education, health care and employment, as well as in access to information and justice. Independent audit institutions, for example, can take up a critical role in reviewing the readiness and effectiveness of poverty eradication programmes.

9. Bottom-up inclusive and participatory approaches involving all relevant stakeholders could be pursued to tackle the multiple dimensions and complexities of

poverty. Local governments, being closest to the people, have a particular role. They need to be equipped with the necessary capacities and financial and human resources, and need to have access to disaggregated data while working in close collaboration and partnership with national Governments. Mobilizing local communities, notably through civil society organizations, and multi-stakeholder partnerships may be needed.

10. Poverty eradication strategies should be integrated with other national strategies related to internationally agreed development agenda, such as the Paris Agreement on climate change. They require the mobilization of a large amount of resources, including from official development assistance, and the building of national capacities to mobilize and allocate such resources.

Chapter II

Organization of the session

A. Opening and duration of the session

11. The Committee of Experts on Public Administration, established by the Economic and Social Council in its resolution 2001/45, consists of 24 experts appointed in their personal capacity by the Council upon the nomination of the Secretary-General. The Committee held its sixteenth session at United Nations Headquarters from 24 to 28 April 2017.

12. The Director of the Division for Public Administration and Development Management, Marion Barthélemy, called the session to order and welcomed the participants. The Vice-President of the Economic and Social Council, Cristián Barros Melet, and the Under-Secretary-General for Economic and Social Affairs, Wu Hongbo, made opening remarks. The Committee considered all items on the agenda of the sixteenth session and concluded by adopting the draft report.

B. Attendance

13. The following 22 Committee members attended the session: Giuseppe Maria Armenia (Italy), Türksel Kaya Bensghir (Turkey), Rowena G. Bethel (Bahamas), José Castelazo (Mexico), Meredith Edwards (Australia), Walter Fust (Switzerland), Angelita Gregorio-Medel (Philippines), Igor Khalevinskiy (Russian Federation), Mushtaq Khan (Bangladesh), Francisco Longo Martínez (Spain), Palouki Massina (Togo), Hezu Ma (China), Alexandre Navarro Garcia (Brazil), Paul Oquist (Nicaragua), Marta Oyhanarte (Argentina), Odette R. Ramsingh (South Africa), Allan Rosenbaum (United States of America), Margaret Saner (United Kingdom of Great Britain and Northern Ireland), Dona Scola (Republic of Moldova), Pontso Suzan Matumelo Sekatle (Lesotho), Najat Zarrouk (Morocco) and Jan Ziekow (Germany).

14. The following entities of the United Nations system were represented at the session: United Nations Human Settlements Programme, United Nations University and International Labour Office.

15. Observers from governmental, non-governmental and related organizations also attended. Observers were invited to provide written statements in advance of the session. A total of 25 statements were received, which served to inform the work of the Committee. The list of observers who attended the sixteenth session can be viewed on the website of the sixteenth session of the Committee at https://publicadministration.un.org/en/cepa/session16.

C. Agenda

16. The agenda of the sixteenth session of the Committee was as follows:

1. Election of officers.
2. Adoption of the agenda and other organizational matters.
3. Ensuring effective implementation of the Sustainable Development Goals through leadership, action and means:

(a) Understanding the needs of local authorities and communities and supporting and equipping them for the implementation of the Sustainable Development Goals;

(b) Institutional leadership and the Sustainable Development Goals;

(c) Institutional arrangements for the Sustainable Development Goals;

(d) Development of principles of effective governance;

(e) Strategies for integrated action to achieve poverty eradication: implications for public institutions.

4. Provisional agenda for the seventeenth session of the Committee.

6. Adoption of the report of the Committee on its sixteenth session.

D. Election of officers

17. The following members served as officers of the Committee during the sixteenth session:

Chair:

José Castelazo (Mexico)

Vice-Chairs:

Walter Fust (Switzerland)

Allan Rosenbaum (United States)

Najat Zarrouk (Morocco)

Rapporteur:

Rowena Bethel (Bahamas)

Chapter III

Ensuring effective implementation of the Sustainable Development Goals through leadership, action and means

A. Institutional leadership and the Sustainable Development Goals

18. Successful implementation of the Goals requires political will and leadership at the highest level of government, which should continuously promote the implementation of the Goals. Leadership should also be encouraged at all levels of government and within public administration. This can help keep the focus on the Goals in the longer run, regardless of electoral cycles. The kind of leadership needed should be evidence-based and pragmatic, willing to listen and engage with others, open to evaluation and focused on achieving results over the long term.

Leadership that engages, listens and is trusted

19. Alongside the ongoing commitment to the implementation of the Goals there is a need for a spirit of collaboration and partnership to pervade political, social, economic and administrative systems. Institutional leaders need to take action that builds commitment and social consensus on objectives related to the Goals as well as on the action and means by which those common objectives can be achieved. They can create the conditions to resolve the major debates that are occurring within many countries, for example those on public services.

20. Participation and engagement are necessary to enable leaders to formulate public policies that encourage collaborative action and for which there is societal commitment and support. Inclusive institutions support the building of communities of engaged citizens and government officials who actively deliberate, reflect, assess and weigh consequences and implications of various options to solve problems and address issues of public concern. Such interaction between institutions and society at all levels will be an important determinant of the success of the Goals.

21. Efforts to build inclusive institutions could be strengthened through the involvement of citizens in the design and delivery of public services and sustained public engagement in the form of, for example, multi-stakeholder platforms or institutions that are empowered with ongoing advisory or decision-making responsibilities in defined areas of interest, such as exist in some countries. Such entities can help to overcome the limitations of ad hoc consultations, which can engender distrust if not clearly taken into account in decision-making.

22. Moreover, institutional leaders should ensure that there is an enabling environment for participation and engagement that goes beyond bringing marginalized groups to the table, and support efforts to provide opportunities for communities to engage with one another on a sufficiently equal footing. It can be instructive to assess the outcome of participation efforts in specific programme areas, including the situation before, during and after particular interventions.

23. Governments should further be encouraged to develop an open government system as a model of governance that focuses on citizens and establishes a new relationship between public administration and society. Participatory budgeting is one tool that has shown promise in enhancing engagement and social consensus. Supreme audit institutions could be requested to include questions of participation and engagement in their reviews of the implementation of the Goals.

24. The Committee underscored that efforts to promote professionalism and ethics are also necessary to rebuild people's trust in government. Lessons can be learned

from countries that have embarked on robust programmes to address corruption that are intended to restore citizens' trust in public institutions, improve the mindset of civil servants and promote career development and professionalization.

Leadership that focuses on results

25. Demonstrating the impact of public policy on progress towards the Goals in the broader context of society is another way to rebuild people's trust in government. To that end, institutional leaders could take steps to further strengthen evidence-based approaches to public policymaking and reduce the risk of institutional capture by select groups in society. The Committee observed that, by contrast, ineffective institutional leadership can result in public unrest, which would require additional efforts to transform protest into constructive engagement and action.

26. The Committee recalled that policy and institutional coherence are integral to the achievement of sustainable development and are based on coordination and collaboration at the international, regional, national and local levels. A challenge arises in that the success of coordination and collaboration depends on an individual's leadership style and competencies, which may need to be developed. In particular, leadership is needed that is evidence-based and pragmatic, based on a willingness to listen and engage with others, open to evaluation and focused on achieving results over the long term.

27. The Committee stressed that while influencing and working across boundaries is essential to achieve the Goals, collaborative and participatory approaches can be uncomfortable for some leaders if their approach to management is based primarily on hierarchy and administrative authority. To address this issue, it can be helpful to promote peer learning and leadership development at senior levels. At the international level the high-level political forum offers such an opportunity for sharing experiences and discussing progress towards achievement of the Goals in various administrative and social contexts, as do other events, such as the recent symposium on small island developing States organized by the Government of the Bahamas and the Department of Economic and Social Affairs.

Mobilizing public administration

28. Capacitating and adapting institutions requires mobilizing public servants. Public servants need to be aware of the 2030 Agenda and its potential implications for national and local policies. Concerted efforts are then needed to raise awareness and increase ownership of the Goals within national, regional and local authorities in order to rally public servants around the Goals and instil a sense of commitment to the vision of the 2030 Agenda.

29. Civil servants should also be encouraged to support the implementation of the 2030 Agenda and embrace new ways of working. It is therefore important to find ways to imbue the new efforts and processes being launched for implementing the Goals with a sense of commitment and to convey that we are truly breaking away from business as usual. At the same time it is important to build leadership within public administrations and encourage champions who will lead efforts towards the Goals.

30. The Committee further recalled the need to build the capacities and skills of civil servants in areas such as integrated and coherent policymaking, planning, implementation, foresight, consultation, evidence-based reviews of progress and the collection and use of statistics and data. Related awareness-raising and training in schools and institutes of public administration could help to draw attention to the institutional challenges of sustainable development early in the career of a public

servant, engender innovative policy proposals, and encourage openness to new ways of working.

B. Institutional arrangements for the Sustainable Development Goals

31. The Committee stressed that the Goals once again bring to the fore the central role of Governments in sustainable development at the national and local levels. At the same time, they require another type of governance that is multilevel and multi-stakeholder and based on the engagement of all actors and partnerships. The principle of leaving no one behind is also very challenging for public institutions and requires undertaking major efforts to address the deep and persisting inequalities, including through redistributive policies.

32. Implementing the 2030 Agenda for Sustainable Development effectively requires both organizing and transforming formal institutions and addressing informal institutions such as culture, norms and values. In order to transform institutions, it is essential to develop and engage public servants. As the international community engages in implementing the Goals, it is important to build upon the experience of the Goals.

33. The Committee reiterated that parliaments have a critical role in implementing the Goals, notably in promoting and reviewing implementation and allocating budgetary resources. They may also need to introduce internal reforms to best support the Goals.

Participatory decision-making

34. There is no universal blueprint for implementing the Goals. Policymaking and policy implementation will have to reflect specific national and local conditions, including the political environment. Ensuring participatory decision-making and consulting people is the way to arrive at the kind of policies that will succeed in implementing the Goals in a given society. It means finding arrangements to discuss policies in a very inclusive, yet specific and sector-focused way.

Integrated policies and institutional frameworks

35. The Committee underscored that policies to implement the Goals will be most effective if they reflect the interlinkages among different Goals and targets such as those explored at the expert meeting on readying institutions and policies for integrated approaches held in Vienna in December 2016.[5] Solutions to advance on one goal need to address a number of other related dimensions or targets, which interact with each other in dynamic ways. Understanding the important interrelations among the Goals is thus critical to accelerating their implementation. There have been many important exercises to map the interrelations among the Goals, but it is now important to formulate simple and straightforward messages and tools, which can be used by decision makers in developing and implementing integrated policies that address those interactions. It is important to develop tools and find arrangements and ways to support the development of integrated approaches among institutions, especially among those dealing with closely interrelated targets under the Goals.

36. The Committee emphasized that existing institutions are critical for implementing the Goals and need to be sensitized and mobilized around the Goals.

[5] The report of the expert meeting on readying institutions and policies for integrated approaches to implementation of the 2030 Agenda is available at https://publicadministration.un.org/en/News-Events/Vienna-Meeting.

Planning ministries, for example, frequently have a major role in the implementation process because the Goals, being long-term objectives, underscore the importance of planning in an integrated manner.

37. The centre of government can also play an important role, not only in collaboration and coordination, but also in the arbitration between various policies based on evaluations and trade-offs. It also serves to articulate and promote national development agenda.

38. Various institutional frameworks, workflows and practices can bolster policy coherence and support effective and integrated responses at all levels. Countries around the world have been putting in place various institutional coordination arrangements, including interministerial and/or multi-stakeholder coordination bodies, which can rally the coordinated efforts of various institutions and various parts of public administration around realizing the Goals.

39. There is not necessarily a need for new coordination institutions. But if they do appear to be needed, experience has shown that Member States may consider establishing: (a) a management committee at the level of the Head of the State or Government that consists of high-ranking officials responsible for the development of cross-sectoral policies; (b) a steering group or coordination committee among the sectoral bodies: and (c) cross-organizational working groups to develop concrete programmes for implementation, which comprise sectoral specialists, (d) budgetary mechanisms to support horizontal coordination, and (e) joint arrangements in closely interrelated areas.

40. There is a potential risk that national institutional arrangements overstrain the existing sectoral ministries and organizations. Horizontal coordination should also be initiated from within sectoral organizations, which in addition need to be encouraged to embrace the Goals and supported in doing so. Mobilizing and equipping local governments is critical for implementing the Goals (see sect. C) as is engaging civil servants.

A whole-of-society approach

41. The breadth and integrated nature of the Goals requires a multi-stakeholder and "whole-of-nation" approach to implementation. A major effort is therefore needed to popularize the Goals. Such an effort needs to go hand in hand with creating institutionalized mechanisms to ensure that various actors and groups in civil society, including the poorest and most vulnerable, participate in decision-making and efforts towards the Goals.

42. It is also important to have a clear understanding of the role of the various actors and the resources available to them and to institutionalize partnerships with individual stakeholders or groups of stakeholders, especially those that include marginalized people.

Financing the Sustainable Development Goals

43. Realizing the Goals will be extremely costly, and a major effort needs to be made to mobilize an adequate level of resources from all sources, as detailed in the Addis Ababa Action Agenda of the Third International Conference on Financing for Development. Government at all levels need to have the capacity to mobilize resources. It is of great concern that the levels of official development assistance continue to be well below agreed targets. In addition, aid is being further limited because of the growing expenses related to refugees and migrants. Some major sources of funding exist that need to be better tapped.

The role of information and communications technology and e-government

44. Information and communications technology (ICT) and e-government have the potential not only to accelerate implementation of the Goals but also to support policy coherence and integration across institutions both vertically (local national) and horizontally. Member States could utilize ICT to support coordination within and across governments, bringing all available data together, exploiting big data and supporting institutionalized stakeholder engagement.

45. Countries have been making progress in the development of e-government and have achieved ICT-enabled breakthroughs in the provision of public services, as shown in the 2016 United Nations e-Government Survey. Yet many forms of digital divide remain between developed and developing countries. It is therefore important to support the ICT-enabled initiatives of developing countries and to bridge the persistent digital divide in access to public services.

Accountability and review

46. Regular review and accountability in the implementation of the Goals should be ensured from the outset. This can be done by engaging parliaments and other accountability institutions. Supreme audit institutions have been getting ready to contribute to reviewing the implementation of the Goals and can be usefully engaged by Governments at the national and local levels. The media also have a critical role to play in ensuring accountability and transparency, and it is important to raise their awareness about the Goals.

47. In order to ensure effective accountability, there should be greater clarity on what each institution does, which could be achieved through an open repository on efforts made by the various institutions. It was suggested that holding assemblies be considered with a view to publicly divide responsibilities among actors.

48. As underlined in the 2030 Agenda, reviews should be inclusive; this will requires encouraging participatory review mechanisms. In addition, open government policies are important and cover many dimensions. The full benefit of such policies has not yet been reaped.

49. Reviews of progress in implementing the Goals should also be based on solid evidence and statistics. Systems to ensure access to high quality, timely, reliable and disaggregated data and statistics are critical to implementing the Goals. A major effort is needed to build national and local statistical capacities and effective systems so as to support effective policies and reviews of progress towards the Goals.

C. Supporting and equipping local authorities

50. The Committee recalled that making progress towards the Goals will depend critically on the interventions of subnational governments and, in particular, local governments, given their proximity to people and their role in public service delivery and infrastructure. Local governments thus need to be sensitized about the Goals so that they truly have a sense of ownership.

The critical role of local governments for the Goals

51. The inclusive and effective implementation of the Goals will require capable and capacitated local and sub-national governments that are inclusive, effective and accountable, as recognized in the New Urban Agenda adopted by the United Nations Conference on Housing and Sustainable Urban Development (Habitat III).

52. Relations between subnational and national governments need to be transformed to effectively respond to the adoption of the 2030 Agenda. There is sometimes a misperception that central Governments make policies which local governments then have to implement. There is need for an evolution towards a model of multilevel governance, with local and national governments working together in a spirit of partnership to achieve the Goals.

53. Operationalizing the principle of leaving no one behind also requires empowering local governments, as they have the best knowledge of the conditions that prevail within their respective jurisdictions. Doing so will make it possible to design and deliver public services that effectively reach the poorest and most vulnerable people, including migrants.

A new approach to governance at the national and subnational levels

54. There is a need to move towards a multilevel and a multi-stakeholder approach to implementing the Goals at the national and local levels. Central Government can create an environment to allow local governments to deliver on their responsibilities for the Goals, including by filling gaps and resolving conflicts, and for other actors to play their role.

Adapting local strategies

55. It is necessary to "localize" the Goals and map and prioritize them against local realities and strategies. Some road maps have been developed that enable local governments to understand the various steps and actors involved in implementing the Goals.

56. Tools to assist public administrations, including local governments, in implementing the Goals and the New Urban Agenda are also important. Urbanization and cities have transformative power and can effectively contribute to the implementation of the Goals, provided that efforts are based on sound urban development, adequate national urban policies coordinated with subnational policies and integrated sectoral plans, such as for water, energy and transportation. Legal and institutional agendas at the national, subnational and local levels should be harmonized with the principles contained in the Goals and the New Urban Agenda.

Policy coordination and integration across levels of government

57. Implementing the Goals requires strengthening coherence between global agendas and national and subnational strategies. The integration of policies made at the subnational level with those made by central Governments can help strengthen policy coherence and coordination and promote a culture of accountability and responsibility in government. The Goals are all interrelated, and this should be reflected in local strategies supporting the realization of national sustainable development agendas.

Decentralization, resources and capacities

58. Decentralization is important in many countries as it can help combat poverty and promote sustainable development. It can be useful to transfer implementation roles and public functions related to specific Goals from the central Government to local governments and other local agencies or institutions. Both central and local governments have a responsibility for realizing the Goals, regardless of the model or extent of decentralization that exists in each country, and it is critical that they work together in a spirit of partnership. The responsibilities of the various levels of government should be based on the principle of subsidiarity, as stated in the New Urban Agenda.

59. The implementation of specific Goals at the local level will be effective only if there is an adequate level of financial resources. Resources transferred from the central Government are often critical in supporting infrastructure development, as well as social welfare and other programmes. Some countries transfer a share of the fiscal resources they collect to local governments, for example through a value-added tax.

60. The Committee stressed that improving fiscal decentralization and local financial governance are critical. In order to create the local economic development infrastructure and capacity that is a necessary precondition of successfully achieving the Goals, it is imperative that national Governments work with subnational governments to significantly enhance both the revenue-raising and expenditure capacity of such governments. Local taxation that is broadly supported by local actors is a key component.

61. Significant efforts must be undertaken in many countries to enhance the economic and cultural capacity of intermediate cities. The capacity of such cities to encourage locally-based economic development is critical for national economic development and in terms of lessening the negative consequences of excessive migration from rural agricultural areas to national capital cities.

62. Greater international cooperation and public-private partnerships are pivotal in supporting the implementation of the Goals at the subnational and local levels. Innovative arrangements such as twinning and collaboration among mayors, and networks and associations of local and regional governments, could be supported so that they can play their role in sustainable development.

Participation and accountability

63. People should be engaged in decisions on the use of resources. Such an approach could be promoted through legal and institutional frameworks as well as learning from experience. However, there is a growing tension between the economic agenda, to increase the efficiency of local government, and the democratic agenda, to increase participation.

64. Supporting transparency and accountability requires the cooperation and inclusion of local governments and institutional actors. There is a need to build the skills and capacities of civil servants at the local level so that they are equipped to consult and engage.

65. Investment in ICT-enabled provision of public services at the local level should also be encouraged as a means of, inter alia, promoting transparency of local authorities, facilitating monitoring and evaluation mechanisms and improving the quality of public services towards the implementation of the Goals.

D. Implications for public institutions of strategies for integrated action to achieve poverty eradication and promote prosperity

66. Poverty takes many forms and has multiple dimensions. Poverty is also associated with conditions leading to discrimination, lack of participation in society and exclusion from decision-making.

67. Effective, inclusive and effective government and public institutions are necessary for the successful implementation of policies to achieve poverty eradication in all its forms, including policies to address extreme poverty. A number of governance issues need to be addressed to ensure adequate resource allocation in the context of poverty eradication. An independent judiciary and proper

administration of justice are thus critically important for upholding the rights of the poorest and most vulnerable. Avoiding capture by powerful groups and fighting corruption are also important.

68. Success in eradicating poverty requires commitment on the part of the highest level of government leadership to driving the implementation of poverty eradication strategies. Setting clear targets, milestones and deadlines is key. A whole-of-government approach, involving a multiplicity of actors working across sectors and boundaries, is needed for effective poverty eradication strategies. Whole-of-government approaches can be both formal and informal, but having a cooperation mechanism chaired at a high level is important. Some countries have created special social inclusion units that have been successful.

Conducting integrated and multidimensional policies

69. Some countries have made major progress in eradicating poverty through interventions in multiple areas, and lessons can be learned from them. It is important to develop a national poverty eradication strategy that involves actions in multiple areas and a multiplicity of actors.

70. Building social protection floors should be complemented by public policies that promote employment and decent work; develop education and skills; improve housing conditions and invest in infrastructure to improve living standards, such as access to electricity, water and sanitation; bolster health services; and improve access to justice, among others. Such policies should be part of national strategies that support transparent and accountable implementation, coherence and collaboration among implementing agencies at all levels of government.

71. Some integrated policies can be universal in nature, such as access to electricity — which has multiple positive impacts — while others may be more targeted, such as temporary special measures to address inequalities and discrimination. Integrated strategies and policies for poverty eradication can be implemented at different levels of administration — local, regional and national. Policies focused on the long term can have multiplier effects for poverty eradication.

Social protection

72. Well-functioning social protection systems and labour policies not only improve equity, but also enhance resilience against shocks for those at risk of falling into poverty and create opportunities for all people. The Goals call specifically for nationally appropriate social protection systems and measures for all.

73. Policies in support of social protection floors, such as conditional cash transfers, have had many successes. However, such schemes should not be hampered by corruption and governance weaknesses nor create dependencies, which may make them unsustainable during economic crises and in the long term.

Job creation, employment and wealth creation

74. Fostering job creation, promoting entrepreneurship — together with promoting growth and productivity and building productive capacity — and enhancing formal sector employment are critical. Public administrators should review the regulatory frameworks of labour laws and other measures to eradicate "hidden poverty", including within the formal and informal sectors. There is a need to build capacities to develop and implement programmes related to entrepreneurship and skill training, in particular at the local level.

Addressing subnational disparities

75. Diversified economic activity should be promoted in disadvantaged areas by, inter alia, addressing the socioeconomic challenges that impede development in the various subregions. Ideally, poverty in rural and urban areas should be addressed in an integrated fashion.

76. Local governments have a critical role in eradicating poverty and ensuring that no one is left behind. Single entry points or "one-stop-shops", including mobile ones, can be key channels to deliver public services.

Engagement, participation and accountability

77. In order to be effective, poverty eradication strategies and pro-poor public policies must enjoy broad social consensus and support, including from the middle class. They require bottom-up and participatory orientation and approaches. The vulnerable groups themselves should be engaged.

78. It is critical to monitor policy implementation and the impact of public institutions in reaching the poorest and most vulnerable. Accountability and evaluation mechanisms need to be inclusive and can engage independent audit institutions.

Need for capacity development

79. It is critical to raise the awareness and build the skills of civil servants at all levels on the Goals and poverty eradication and on how to engage the poorest and most vulnerable. Each country has to identify who are the poorest of the poor and those at risk of being left behind and understand the processes that lead to vulnerability and exclusion. The data revolution requires statistical capacity-building, institutional coordination, technological assistance, mobilization of resources and international cooperation. There is a call for enhanced South-South cooperation and international development mechanisms to support poverty eradication efforts.

E. Elaborating principles of effective governance for sustainable development

Why principles of effective governance?

80. A set of principles of effective governance could provide helpful support to countries in making progress towards sustainable development. While the 2030 Agenda and other major international agreements and commitments refer to a number of widely recognized aspects of good governance, they tend to be aspirational in nature, with limited specific guidance on institutional reforms aimed at promoting effective governance for the implementation of the Goals.

81. The Committee agreed that principles of effective governance that are more operational might try to address the tension between such aspirational goals and a need for practical improvements in governance to achieve particular development outcomes. Voluntary by design, they might usefully spur countries to think about feasible reforms that take into account each country's starting point and prioritize key problems according to each country's capacities and context.

82. The principles could also serve as a reference point for people to engage with their own governments. They could provide guidance for public servants at both the national and subnational levels in implementing the Goals, or serve as the basis for such guidance.

83. Depending on how such principles are formulated, interested countries might use them as a gauge of the effectiveness, accountability and inclusiveness of public institutions. The principles might, moreover, inform a global research agenda for public administration and development.

84. The Committee agreed that the advantages of developing principles of governance and public administration at the United Nations, compared with other existing standards, could be their universality, their practicality and their explicit link to the 2030 Agenda. In addition, a synthesis of guiding principles in all relevant areas of governance could be quite valuable to countries in their implementation efforts.

How the principles can be elaborated

85. The Committee reiterated that the principles should be few in number, expressed in non-technical language and relatively easy for non-specialists to recall. Members agreed that the principles and any related practices should be concrete and substantive, while also being sufficiently general and non-prescriptive with a view to eliciting broad support.

86. In arriving at a set of principles, aspirations should be clearly distinguished from specific policy reform objectives. For example, the rule of law is the result of multiple complex processes and competing interests. The proper administration of justice or promotion of ethics may be more specific, but they too are so broad as to offer little in the way of concrete guidance.

87. The Committee recalled that a helpful approach may be to identify widely agreed concepts of effective governance for sustainable development, articulate them as brief statements of some depth and indicate a variety of good practices by which such principles may be realized. The principles of effectiveness, accountability and inclusiveness, which are integral to the 2030 Agenda, could serve as the basic elements. There would then be a need to further elaborate those elements in greater detail and link them to a number of specific practices in a non-prescriptive manner. Such examples of good governance practices could be expanded to develop operational guidelines and related to case studies at the national and subnational levels.

88. The Committee commented on the initial work done on setting out indicative elements of a set of internationally agreed principles of effective governance,[6] which was based on a scan of United Nations agreements. This was welcome and could continue with reference to related initiatives undertaken by other international and regional organizations, such as the African Union, the European Union, the Council of Europe, the Organization for Economic Cooperation and Development (OECD), the Ibero-American Conference of Ministers of Public Administration and State Reform, the Food and Agriculture Organization of the United Nations, the International Labour Organization and others.

89. Some countries have found it useful to have benchmarks and to share examples of how applicable principles have been implemented by countries with similar conditions and objectives, as has been done in the context of OECD.

90. To take the work forward and continue the discussion on indicative elements of principles of effective governance, the Secretariat could consider organizing a round table among stakeholders in advance of the next session. In parallel, countries could be invited to provide examples of reforms and practices linked to a set of indicative principles, and that could also be beneficial for peer-learning purposes.

[6] E/C.16/2017/6, annex.

What the principles could comprise

91. The Committee noted that the three agreed overarching principles outlined in the 2030 Agenda for institutions at all levels could serve as the basis of a draft framework: the principles of effectiveness, accountability and inclusion. Within those three areas, a number of concepts and related practices were identified for further elaboration, namely: (a) competence, sound public policy and cooperation under the rubric of effectiveness; (b) integrity, transparency and independent oversight under accountability; and (c) non-discrimination, participation, subsidiarity and intergenerational equity under inclusion.

92. An understanding of both sectors and the country context is essential to inform specific guidance on possible reforms, and these two additional dimensions should be taken into account. For example, preventing and combating corruption in a challenging governance environment could focus on a basic service such as health care and look into the distribution of resources among various actors in order to identify ways to change the system of incentives that influence behaviours and, by extension, health outcomes.

93. The Committee emphasized that principles of effective governance for sustainable development could engage both central and local governments, as seen, for example, in the work of the Council of Europe on European principles of good governance at the local level, which could also be relevant to other levels of administration.

94. Regarding the selection of public servants, the principles could refer to notions of social responsibility, motivation and incentives in the public sector, as well as merit-based selection processes.

The principles as a practical resource of an evolving nature

95. Learning and a willingness to make adjustments is critical for the effective implementation of governance reforms, as are awareness-raising efforts within the public sector and among the general population. Ongoing efforts to review progress on Goals 16 and 17, which relate directly to issues of governance for sustainable development, could be especially relevant and linked to the initiative for learning purposes.

Chapter IV

Future work of the Committee

96. The Committee of Experts on Public Administration would continue to align its work programme with the needs and priorities established by the Economic and Social Council, with a view to contributing effectively to the deliberations of the Council and assisting it in the performance of its functions.

97. At its seventeenth session, the Committee would work on the theme that the Council adopted for its 2018 session, and prepare policy recommendations on the governance and institutional aspects of that issue. The Committee opted to base its contribution on: readying institutions and policies for implementation of the 2030 Agenda; building effective, accountable and inclusive institutions at all levels; and enhancing and equipping institutions to support the transformation towards sustainable and resilient societies. It agreed that in-depth consideration was needed of particular aspects of such broad institutional challenges, and reflected a number of priority issues in its draft provisional agenda for the seventeenth session.

98. The Committee recalled that 2017 was the last year of a four-year term for the current membership. It would thus be for the new membership to take up the various issues on the provisional agenda, once decided by the Economic and Social Council. Given the scope and complexity of the issues raised, in future the Committee may opt to study some items in greater depth than others or over more than one year.

Annex

List of documents

Agenda item	*Title or description*
2	Provisional annotated agenda (E/C.16/2017/1)
3	Note by the Secretariat transmitting the expert paper on successfully achieving the Sustainable Development Goals: what is to be done? (E/C.16/2017/2)
3 (a)	Note by the Secretariat transmitting the expert paper on understanding the needs of local authorities and communities and supporting and equipping them for the implementation of the Sustainable Development Goals (E/C.16/2017/3)
3 (a)	Conference room paper on transforming local authorities and communities into informed actors to achieve the Sustainable Development Goals
3 (b)	Note by the Secretariat transmitting the expert paper on institutional leadership and the Sustainable Development Goals (E/C.16/2017/4)
3 (c)	Note by the Secretariat transmitting the expert paper on institutional arrangements for the Sustainable Development Goals (E/C.16/2017/5)
3 (c)	Report of the expert meeting on readying institutions and policies for integrated approaches to implementation of the 2030 Agenda, Vienna 14 to 16 December 2016
3 (c)	Informal communiqué of the symposium on implementing the 2030 Agenda for Sustainable Development and the SIDS Accelerated Modalities of Action (SAMOA) Pathway in small island developing States: equipping public institutions and mobilizing partnerships, Nassau, 21 to 23 February 2017
3 (c)	Conference room paper on institutionalism re-invented in sustainable development: developing institutions for implementation of the 2030 Agenda and achievement of the Sustainable Development Goals
3 (c)	Conference room paper on institutionalism re-invented in sustainable development: developing institutions for implementation of the 2030 Agenda and achievement of the Sustainable Development Goals: addendum on institutional arrangements for implementation of the 2030 Agenda at the national level
3 (d)	Note by the Secretariat on development of a set of internationally-recognized principles of responsible and effective governance (E/C.16/2017/6)
3 (e)	Note by the Secretariat transmitting the expert paper on poverty eradication through regional development: the case of Brazil (E/C.16/2017/7)
3 (e)	Conference room paper on strategies for integrated action to achieve poverty eradication

Agenda item	*Title or description*
3 (c)	**Background note on the challenges for institutions in eradicating poverty and promoting prosperity in a changing world: draft contribution by the Committee of Experts on Public Administration to the 2017 thematic review of the high-level political forum on sustainable development**

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